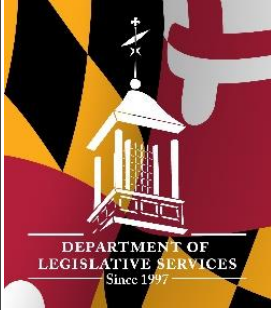

Regional Utilities Benchmarking Survey

Presentation to the Montgomery County Delegation Metro Washington Area Committee



September 30, 2021



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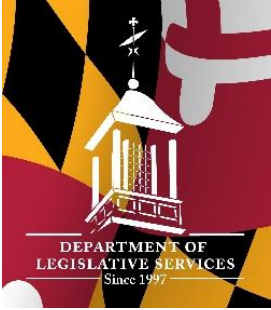
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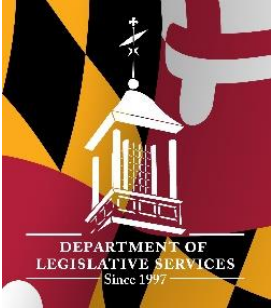
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Montgomery County Delegation Metro Washington Area Committee 2021 Interim Benchmarking Survey for WSSC & Peer Regional Utilities

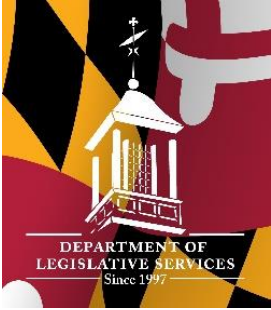
Introduction

- The Montgomery County Delegation Metro Washington Area Committee reviews legislation affecting the Washington Suburban Sanitary Commission (WSSC). During the 2021 legislative interim, the committee sought to benchmark WSSC against its regional peers in several areas. The committee created a benchmarking questionnaire, and WSSC and several of its regional peers were requested to complete this survey. The survey was comprised of 30 items. In addition to WSSC, the other utilities identified to participate in this survey were DC Water, Fairfax Water, Fairfax County Wastewater, and the cities of Bowie and Rockville.
- The Department of Legislative Services was responsible for gathering and compiling the data from the submitted surveys and reporting the results to the Montgomery County Delegation Metro Washington Area Committee.

Utilities Surveyed

Washington Suburban Sanitary Commission (WSSC)

- WSSC is a bi-county political subdivision of the State of Maryland and was created to provide water supply and sewage disposal services for Montgomery and Prince George's counties.
- Established in 1918, WSSC is currently among the largest water and wastewater utilities in the nation and the largest in Maryland, with a network of nearly 5,844 miles of freshwater pipeline and over 5,610 miles of sewer pipeline. WSSC's service area spans nearly 1,000 square miles in Montgomery and Prince George's counties and serves 1.8 million residents through approximately 475,000 customer accounts.

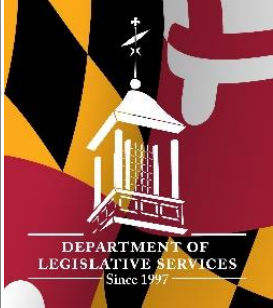


Montgomery County Delegation Metro Washington Area Committee 2021 Interim Benchmarking Survey for WSSC & Peer Regional Utilities

Utilities Surveyed (Continued)

Fairfax Water & Fairfax County Wastewater

- In Fairfax County, Virginia, sewer and water services are provided by separate county agencies. Wastewater services are provided through the county's Department of Public Works and Environmental Services and water services are provided by Fairfax Water.
- Chartered in 1957 by the Virginia State Corporation Commission as a public, nonprofit water utility, Fairfax Water is Virginia's largest water utility and one of the 25 largest water utilities in the country, serving one out of every four Virginians who obtain their water from public utilities. Nearly two million people in the Northern Virginia communities of Fairfax, Loudoun, Prince William, Fort Belvoir, Herndon, Dulles, Vienna, Alexandria, Falls Church, and Fairfax City depend on Fairfax Water for drinking water.
- Fairfax Water bills and collects for the sales of sewer services on behalf of the county's sewer system. Fairfax County Wastewater operates 3,250 miles of sanitary sewer pipes and provides services to approximately 250,000 residential and 15,000 commercial customer accounts.

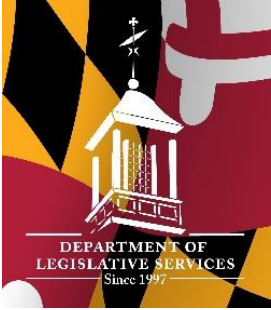


Montgomery County Delegation Metro Washington Area Committee 2021 Interim Benchmarking Survey for WSSC & Peer Regional Utilities

Utilities Surveyed (Continued)

DC Water

- The District of Columbia Water and Sewer Authority was created by district law in 1996, with the approval of the U. S. Congress, as an independent authority of the district government with a separate legal existence. In 2010, the Authority rebranded and became DC Water. DC Water provides more than 700,000 residents and 21.3 million annual visitors in the District of Columbia with retail water and wastewater (sewer) service. With a total service area of approximately 725 square miles, DC Water's Blue Plains Advanced Wastewater Treatment Plant also treats wastewater for approximately 1.6 million people in neighboring jurisdictions, including Montgomery and Prince George's counties in Maryland and Fairfax and Loudoun counties in Virginia.
- The provision of wastewater services to DC Water's neighboring jurisdictions is governed through the Blue Plains Intermunicipal Agreement (IMA) of 2012. While the IMA establishes the equitable allocation of capital costs of wastewater treatment and biosolids management and operation and maintenance costs etc. for Blue Plains among the parties involved; the surrounding jurisdictions are the billing and collecting agents of all its customers whose flows are received by DC Water.
- DC Water only treats a portion of the wastewater from these counties and WSSC. For example, approximately 65% of WSSC wastewater flows into the Blue Plains wastewater treatment facility. Additionally, Fairfax County purchases wastewater services directly from DC Water and retails such services to Fairfax customers.
- Wastewater comes to Blue Plains through 1,800 miles of sewer lines from around the District and from the Potomac Interceptor, bringing with it wastewater from the Maryland and Virginia suburbs along the way.
- DC Water delivers water through 1,300 miles of interconnected pipes.



Montgomery County Delegation Metro Washington Area Committee 2021 Interim Benchmarking Survey for WSSC & Peer Regional Utilities

Utilities Surveyed (Continued)

City of Rockville

- The City of Rockville's water treatment plant was put into service in 1958. The city provides water and sewer service to approximately 70% of the city, or nearly 13,000 accounts representing 52,000 community members. All other Rockville residents and businesses are serviced through WSSC.

City of Bowie

- The City of Bowie Water and Sewer System was constructed in the early 1960s. The system provides services to less than 40% of the city or approximately 7,900 customer accounts, of which 97% are residential households. All other accounts in the city are served by WSSC. The system is responsible for maintaining approximately 90 miles of water mains and 85 miles of collection mains for the sewer system.

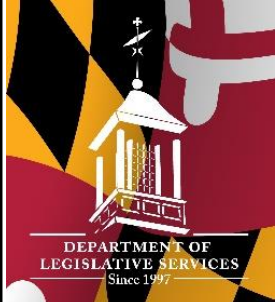


Exhibit 1

Operations

<u>Regional Utility</u>	<u>Employees as of July 1, 2021</u>	<u>Annual Water Production (millions of gallons)</u>	<u>Total Annual Sewer Volume (millions of gallons)</u>	<u>Total Water Customers/Meters</u>	<u>Total Sewer Customers</u>
Washington Suburban Sanitary Commission	1,695	58,974	28,204	465,661	454,798
Fairfax Water	434	58,476	Not Applicable	281,950	Not Applicable
Fairfax County Wastewater	329	Not Applicable	26,945	Not Applicable	278,036
DC Water	1,109	33,638	106,580	126,358	133,327
City of Rockville	54	1,593	2,413	13,071	13,030
City of Bowie	36	553	431	7,897	7,887

¹26.86 (MGD) of Fairfax County Wastewater sewer volume is sent for treatment to DC Water. The amount is excluded from total above.

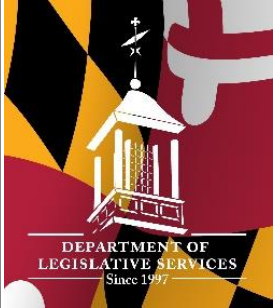


Exhibit 2

Water Meters and Meter Readers

<u>Regional Utility</u>	<u>Average Age of Water Meters</u>	<u>Number of Meter Readers²</u>	<u>Meter Reader Salaries Starting Pay</u>	<u>Meter Reader Salaries Average Pay</u>
Washington Suburban Sanitary Commission ¹	16 years	29	\$33,322	\$36,254
Fairfax Water	13 years	18	\$41,000	\$57,000
DC Water	4 years	2		\$60,324
City of Rockville	12 years	1		\$47,727 - \$71,590
City of Bowie	1 to 5 years	2		\$43,737

¹ As of 9/1/2021, WSSC employs 29 meter readers and has an additional 14 vacant positions. Starting pay for a WSSC meter reader is \$16.02/hr (approximately \$33,322/yr) and average pay is \$17.43/hr (approximately \$36,254/yr). WSSC meter reader annual salaries range from \$33,322 to \$55,592 per year.

² Does not include those utilities that use advanced metering infrastructure (AMI) or automatic meter reading (AMR).

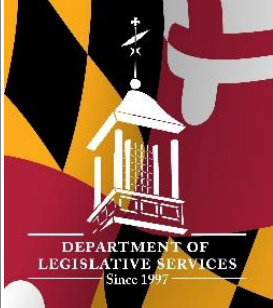


Exhibit 3

Water Meter Replacement, Information Technology, and Rate Design Costs

Regional Utility	Water Meter Replacement Cost		Information Technology Cost (Software, Hardware, Consulting etc.)		Rate Design Cost	
	Five-Year Total	Five-Year Average	Five-Year Total	Five-Year Average	Five-Year Total	Five-Year Average
Washington Suburban Sanitary Commission ¹	\$10,403,870	\$2,080,774	\$235,613,425	\$47,122,685	\$728,239	\$145,648
Fairfax Water	\$6,100,000	\$1,220,000	\$13,298,000	\$2,659,600	\$45,000	\$9,000
Fairfax County Wastewater	Not Applicable		\$9,799,700	\$1,959,940	\$411,125	\$82,225
DC Water ²	\$35,000,000	\$7,000,000	\$85,000,000	\$17,000,000	\$422,904	\$84,581
City of Rockville ³	\$0	\$0	\$175,090	\$35,018	\$159,149	\$31,830
City of Bowie ⁴	\$497,802	\$99,560	\$115,133	\$23,027	\$0	\$0

¹ WSSC meter replacement cost is for purchases only and does not include labor costs of replacements performed by WSSC water staff.

² DC Water provided a \$17 million average annual estimate for IT projects which they note will greatly fluctuate in years with large projects.

³ City of Rockville noted they have not spent funds on water meter replacements in the last five years surveyed.

⁴ City of Bowie only incurred water meter replacement costs in three of the five years surveyed.

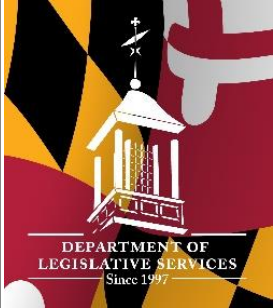


Exhibit 4

Annual Water Loss

Regional Utility	Annual Water Loss %					Five-Year Average
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Washington Suburban Sanitary Commission	20.9%	15.7%	17.6%	18.2%	19.6%	18.4%
Fairfax Water	8.9%	10.2%	9.5%	9.3%	7.7%	9.1%
DC Water	27.6%	27.9%	25.7%	28.8%	27.6%	27.5%
City of Rockville	18.1%	15.6%	15.1%	15.8%	17.7%	16.5%
City of Bowie	3.0%	9.0%	11.0%	10.0%	3.0%	7.2%

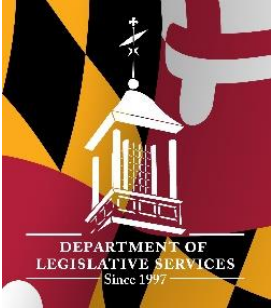


Exhibit 5

Sewer Volume Due to Infiltration and Inflow

Regional Utility	Sewer Volume Due to Infiltration and Inflow – Millions of Gallons Per Day (MGD)					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Washington Suburban Sanitary Commission	88.9	44.5	73.0	60.6	88.5	-
Fairfax County Wastewater	-	37.9	33.4	47.5	44.0	43.4
DC Water	-	123.0	123.0	123.0	123.0	123.0

Regional Utility	Annual Sewer Volume Due to Infiltration and Inflow (Millions of Gallons)				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
City of Rockville	1,008.0	844.0	1,357.0	1,393.0	1,364.0
City of Bowie ¹	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided

¹ The City of Bowie estimates sewer volume due to infiltration and inflow to be 300,000 gallons per storm event.

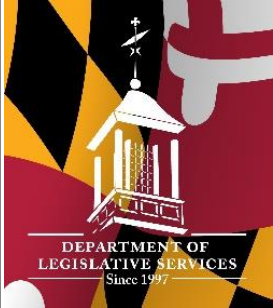


Exhibit 6

Temporary Employee, Litigation, and Branding Costs

Regional Utility	Temporary or Non-employee Personnel Services		Litigation Cost ¹		Branding/Rebranding Cost for Water and/or Sewer Service	
	Five-Year Total	Five-Year Average	Five-Year Total	Five-Year Average	Five-Year Total	Five-Year Average
Washington Suburban Sanitary Commission	\$313,241,098	\$62,648,220	\$495,253	\$99,051	\$432,815	\$86,563
Fairfax Water	\$690,000	\$138,000	Not Provided	Not Provided	\$0	\$0
Fairfax County Wastewater	\$2,823,926	\$564,785	Not Applicable	Not Applicable	\$0	\$0
DC Water ²	See Note	See Note	\$16,063,863	\$3,212,773	\$0	\$0
City of Rockville	\$193,036	\$38,607	\$0	\$0	\$0	\$0
City of Bowie	\$0	\$0	\$0	\$0	\$0	\$0

¹ Litigation services for Fairfax County Wastewater are provided by the Fairfax County Attorney and not charged directly to the utility. While Fairfax Water pays its own litigation costs, they did not provide an estimate of recent litigation costs.

² DC Water has two temporary administrative staffing firms under contract. During the current fiscal year beginning on October 1, 2020, a total of \$1,036,976 has been paid.

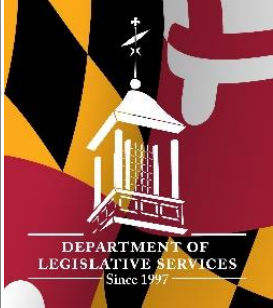


Exhibit 7

Employee Travel, Intergovernmental Relations, and Organizational Membership Costs

Regional Utility	Employee Travel Expenses ¹		Intergovernmental Relations		Membership Cost to Industry Organizations (e.g., NACWA)	
	Five-Year Total	Five-Year ² Average	Five-Year Total	Five-Year Average	Five-Year Total	Five-Year Average
Washington Suburban Sanitary Commission	\$2,964,148	\$592,830	\$3,152,439	\$630,488	\$2,429,401	\$485,880
Fairfax Water	\$276,000	\$55,200	\$0	\$0	\$420,000	\$84,000
Fairfax County Wastewater	\$637,936	\$127,587	\$0	\$0	\$330,475	\$66,095
DC Water	\$3,146,142	\$629,228	Unavailable ³	-	\$750,000	\$150,000
City of Rockville	\$30,163	\$6,033	\$0	\$0	\$162,869	\$32,574
City of Bowie	\$31,387	\$6,277	\$0	\$0	\$6,811	\$1,362

¹ Annual employee travel expenditures decreased in recent periods due to COVID.

² Average employee travel expenditures on a per employee basis are: WSSC (\$350), Fairfax Water (\$127), Fairfax County Wastewater (\$388), DC Water (\$567), City of Rockville (\$112), and City of Bowie (\$174).

³ DC Water had intergovernmental expenditures totaling \$1,833 in fiscal 2020; however, intergovernmental expenditures for other years were unavailable.

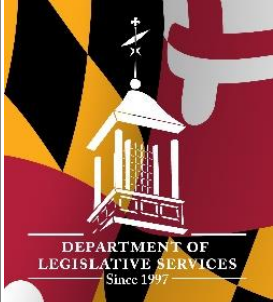


Exhibit 8

Customer Billing

<u>Regional Utility</u>	<u>Electronically Billed Customers</u>	<u>Customers Who Receive Bills Via US Mail</u>	<u>Customers Who Pay Bills Online</u>	<u>Customers Who Pay Bills Via Paper Check</u>	<u>Additional Cost for Debit/Credit Card Payments</u>
Washington Suburban Sanitary Commission	30.5%	69.5%	63.1%	36.9%	\$1.75 service fee per transaction
Fairfax Water	23.5%	76.5%	79.7%	20.3%	\$2.95 service fee per transaction
Fairfax County Wastewater ¹	N/A	N/A	N/A	N/A	N/A
DC Water	39.0%	61.0%	69.0%	31.0%	None
City of Rockville	30.0%	70.0%	45.0%	55.0%	None
City of Bowie	0%	100%	10.0%	90.0%	None

¹ Fairfax Water processes all billings and payments for Fairfax County Wastewater.

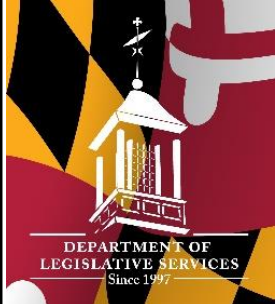


Exhibit 9

Delinquent Customers

<u>Regional Utility</u>	<u>Delinquent Customers</u>		<u>Delinquent Customers Enrolled in a Payment Plan</u>	
	<u>Number</u>	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>
Washington Suburban Sanitary Commission	90,500	19.0%	5,520	6.0%
Fairfax Water	7,785	2.8%	351	4.5%
Fairfax County Wastewater ¹	N/A	N/A	N/A	N/A
DC Water	14,672	11.0%	1,027	7.0%
City of Rockville ²	1,046	8.0%	SEE NOTE	SEE NOTE
City of Bowie	315	4.0%	10	less than 1%

¹ Fairfax Water processes all billings and payments for Fairfax County Wastewater.

² The City of Rockville advises that no late fees or shut offs are being conducted in 2021; however, beginning in Fall 2021, delinquent customers will be notified and given an option to be placed on a payment plan.

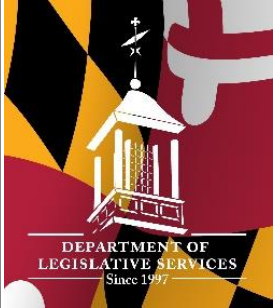


Exhibit 10

Programs Providing Discounts to Certain Customers or Organizations

Regional Utility	Description
Washington Suburban Sanitary Commission	Customers enrolled in the customer assistance program are exempt from paying State Bay Restoration, account maintenance, and infrastructure investment fees.
	Charitable institutions receive 100 gallons of free water per day for each resident and receive free sewer service for the water provided.
	Fire departments are exempt from paying all water and sewer usage charges and meter service charges.
	The cities of Hyattsville, Kensington, and Mount Rainier are exempt from paying water and/or sewer charges at their municipal buildings.
	Maryland-National Capital Park and Planning Commission accounts which include public drinking fountains receive water and sewer credits for 5,000 gallons per quarter as authorized under the WSSC Code of Regulations.
Fairfax Water	None.
Fairfax County Wastewater	None.
DC Water	Two customer assistance programs (CAP) for low-income customers:
	In FY 2020, CAP1 assisted 4,800 customers and provided nearly \$1.6 million in discounts. Through first 9 months of FY 2021, CAP1 has assisted over 5,100 customers and provided \$1.6 million in discounts.
	In FY 2020, CAP2 assisted over 680 customers and provided nearly \$175,000 in discounts. Through first 9 months of FY 2021, CAP2 has assisted over 780 customers and provided over \$170,000 in discounts.
City of Rockville	None.
City of Bowie	None.

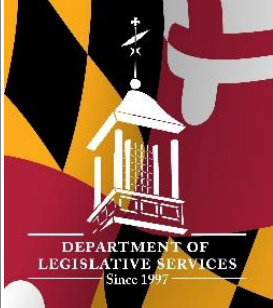


Exhibit 11

Headquarters Square Footage and Revenues Derived from Volumetric Fees

<u>Regional Utility</u>	<u>Square Footage of Real Estate Devoted to Headquarters & Administrative Functions</u>	<u>Percentage of Water/Sewer Operating Revenue Derived from Volumetric Fees</u>
Washington Suburban Sanitary Commission	325,600	86.6%
Fairfax Water	Not Provided	84.6%
Fairfax County Wastewater	21,161	78.5%
DC Water	150,000	69.0%
City of Rockville	10,000 (estimated portion of City Hall)	90.0%
City of Bowie	94,525	81.0%



Exhibit 12

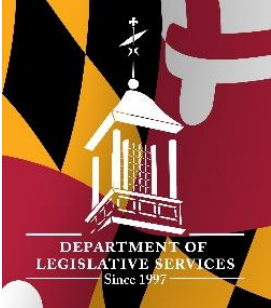
Cash Reserves

Cash Reserves

<u>Regional Utility</u>	<u># of Days Cash Reserve</u>	<u>Target Days</u>
Washington Suburban Sanitary Commission	113 days	120-150 days
Fairfax Water	Not Provided	Not Provided
Fairfax County Wastewater	152 days	90-180 days
DC Water	337 days	306 days
City of Rockville	20 days (water fund) and 45 days (sewer fund)	180 days
City of Bowie	282 days	91.25 days

Exhibit 13

Sustainability Initiatives to Promote Water and Energy Conservation



Regional Utility	Description
Washington Suburban Sanitary Commission	Various initiatives including: A new BioEnergy facility anticipated to open in FY 2024 will recover energy from wastewater solids and minimize the quantity of biosolids resulting in pathogen-free biosolids. Two solar production plants are in operation at Seneca and Western Branch water resource recovery facilities and two additional off-site solar production facilities are under development. LED lighting upgrades. Transition to electric fleet vehicles (where feasible).
	WSSC adopted a water conservation-based rate structure in June 2019 and also provides various water conservation education programs to schools and at community events. WSSC further promotes water conservation online via its website and through social media posts.
Fairfax Water	Did not respond.
Fairfax County Wastewater	Did not respond.
DC Water	Various initiatives including: Installation of high efficiency equipment, renewable gas fired turbines, and solar equipment; use of ammonia-based aeration for oxidation of pollutants; and reuse of treated wastewater in lieu of purchasing drinking water. Rainwater is also collected from the roof of DC Water headquarters where it is treated to be used for non-potable purposes.
	DC Water won the 2021 AEG Equity and Energy Challenge which promoted energy efficiency while also addressing equity within the District of Columbia.

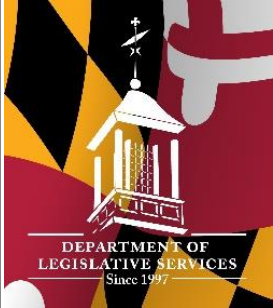


Exhibit 13

Sustainability Initiatives to Promote Water and Energy Conservation

(Continued)

Regional Utility	Description
City of Rockville	Various initiatives including: An energy demand response program to curtail electricity consumption during peak energy demand periods; energy usage for all city water and sewer accounts are tracked by software; recent purchase of wind renewable energy certificates for 100% of the electricity consumed by water and sewer accounts; LED lighting upgrades; and water conservation improvements to reduce water loss and improve metering.
	The city recently replaced up to two older inefficient toilets per eligible low- income home and replaced with water-saving toilets.
	New buildings in the city have water and energy efficiency requirements that they must follow.
	Rockville's Rainscapes Rewards program provides single-family homeowners and nonprofits a \$1/gallon rebate for the installation of rain barrels to conserve water used for landscaping.
City of Bowie	Updating old meters to improve accuracy and datalogging to detect leakage.

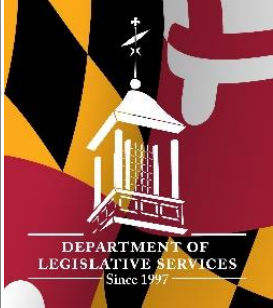


Exhibit 14

Twenty Highest Paid Employees

Washington Suburban Sanitary Commission	
Position	Salary
General Manager/CEO	\$294,309
Deputy GM for Strategy and Partnerships	\$242,828
Deputy GM for Operations	\$235,767
Deputy GM for Administration	\$235,746
General Counsel	\$230,318
Director, Production	\$229,866
Chief Information Officer	\$220,000
Inspector General	\$214,200
Chief Financial Officer	\$212,160
Chief Strategy & Innovation Officer	\$210,755
Director, Customer Service	\$210,755
Director, General Services	\$210,750
Director, Utility Services	\$207,453
Chief Engineer	\$206,657
Assistant Inspector General for Audit	\$201,247
Director, Communications and Community Relations	\$189,731
Director, Human Resources	\$187,000
Chief Technology & Mobility Officer	\$186,864
Chief Procurement Officer	\$185,462
Chief Governance Officer	\$182,737

DC Water	
Position	Salary
CEO & General Manager	\$292,128
Senior Vice-President, CIP Project Delivery	\$263,080
Chief Operating Officer, and Executive Vice-President	\$258,528
Executive Vice-President, Operations and Engineering	\$256,658
Chief Financial Officer and Executive Vice-President, Finance and Procurement	\$245,745
Chief Legal Officer, and Executive Vice-President, Government & Legal Affairs	\$244,536
Executive Vice-President, Administration	\$240,661
Chief Strategy and Performance Officer, and EVP, Strategy and Performance	\$240,415
Chief People and Inclusion Officer, and Executive Vice-President, People & Talent	\$237,411
Chief of Staff	\$236,000
Chief Communications & Stakeholders Engagement Officer and Executive Vice-President	\$236,000
Vice President, Information Technology	\$231,800
Executive Vice-President, Customer Experience	\$231,362
Vice-President, Clean Rivers Project	\$230,113
Vice-President, Wastewater Operations	\$229,842
Senior Vice-President, Operations and Engineering	\$217,725
Vice-President, Procurement and Compliance	\$212,079
Vice President, Marketing and Communications	\$211,345
Vice-President, Water Operations	\$211,301
Deputy General Counsel	\$206,329

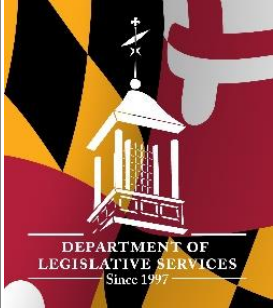
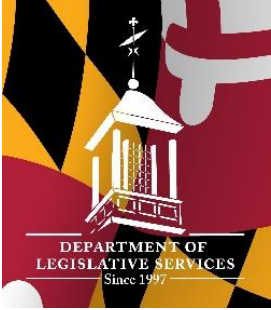


Exhibit 14

Twenty Highest Paid Employees (Continued)

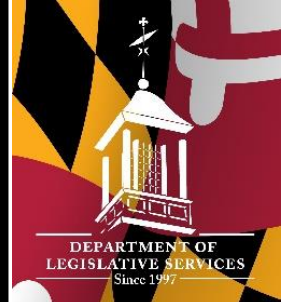
Fairfax County Wastewater ¹		City of Rockville		City of Bowie	
Position	Salary	Position	Salary	Position	Salary
Deputy Director DPWES - WWSTW	\$164,883	Chief of Engineering	\$151,400	Wastewater Plant Superintendent	\$115,696
Director Wastewater Collection DIV	\$164,352	Operations Maintenance Superintendent	\$147,160	Water Plant Superintendent	\$110,509
Director Wastewater Treatment	\$164,352	Deputy Director of Public Works	\$145,030	Asst. Wastewater Superintendent	\$100,388
Director Wastewater Plan/MON DIV	\$164,352	Chief of Construction Management	\$140,160	Asst. Water Plant Superintendent	\$99,860
Public Works ENV SVCS MGR	\$132,251	Engineering Supervisor	\$137,800	Utilities Superintendent	\$98,698
Info Tech Program Manager I	\$131,167	Operations Maintenance Assistant Superintendent	\$120,030	Laboratory Technician	\$85,254
Engineer V	\$124,883	Water Treatment Plant Superintendent	\$118,810	Water Plant Operator Certified	\$83,737
Engineer IV	\$123,349	Engineering Supervisor	\$115,110	Wastewater Plant Operator Certified	\$82,357
Engineer IV	\$123,204	Operations Maintenance Assistant Superintendent	\$114,850	Assistant Utilities Superintendent	\$79,075
Public Works ENV SVCS MGR	\$116,483	Principal Civil Engineer	\$106,840	Wastewater Plant Operator Certified	\$78,608
Engineer IV	\$116,314	Utility Billing and Revenue Manager	\$101,590	Pipeline Video Inspector	\$71,153
Finance Manager Wastewater Stormwater MT	\$116,026	Senior Civil Engineer	\$100,940	Utility Billing Specialist	\$70,569
Network Telecom Analyst III	\$114,127	Senior Engineering Technician	\$98,480	Water Plant Operator Certified	\$66,477
Engineer V	\$111,537	GIS Specialist	\$96,880	Wastewater Plant Operator	\$64,521
Engineer IV	\$110,477	Water Treatment Plant Shift Leader	\$92,100	Water Meter Technician	\$62,826
Engineer III	\$110,375	Principal Construction Inspector	\$88,000	Water Meter Technician	\$60,927
Business Analysts IV	\$109,803	Administrative Specialist	\$87,640	Water Plant Operator Certified	\$60,445
Engineer V	\$108,762	Crew Supervisor-Public Works II	\$87,360	Utilities Supervisor	\$60,081
Engineer IV	\$108,586	Senior Construction Inspector	\$86,820	Equipment Operator, Senior	\$59,699
Public Works-Environmental Business Oper.	\$108,165	Principal Civil Engineer	\$85,330	Water Plant Operator	\$58,026

¹ Fairfax Water declined to provide this information.



Survey Questions

Survey Questions		Location in Presentation
1	Number of employees as of July 1, 2021	Exhibit 1
2	Total annual water production (millions of gallons) for the most recent year	Exhibit 1
3	Total annual sewer volume (millions of gallons) for the most recent year	Exhibit 1
4	Total number of water customers/meters as of July 1, 2021	Exhibit 1
5	Total number of sewer customers as of July 1, 2021	Exhibit 1
6	Average age of water meters	Exhibit 2
7	Within the most recent 5 calendar or fiscal years, how much has your agency spent on water meter replacement or upgrades?	Exhibit 3
8	Within the most recent 5 calendar or fiscal years, how much has your agency spent on Information Technology (software, licenses, hardware, consulting, etc.)?	Exhibit 3
9	Within the most recent 5 calendar or fiscal years, how much has your agency spent on rate design (including consulting services and cost studies)?	Exhibit 3
10	For each of the past 5 calendar or fiscal years, what is your annual water loss percentage?	Exhibit 4
11	For each of the past 5 calendar or fiscal years, what is your annual sewer volume due to infiltration and inflow?	Exhibit 5
12	How many meter readers do you employ? (not applicable for some utilities)	Exhibit 2
13	What is the starting and average pay for meter readers? (not applicable for utilities that exclusively use AMI/AMR)	Exhibit 2
14	What number and percent of customers currently receive their bill electronically (e-bill) vs. on paper via the US Mail?	Exhibit 8
15	What number and percent of customers currently pay their bills online vs. paper by check?	Exhibit 8



Survey Questions (Continued)

Survey Questions		Location in Presentation
16	What is the additional cost (if any) to a customer for paying a bill via credit card vs. paper check?	Exhibit 8
17	Within each of the most recent 5 calendar or fiscal years, how much has your agency spent on temporary or non-employee personnel services?	Exhibit 6
18	Please quantify and describe in detail which types of customers/organizations receive free or discounted water or sewer service.	Exhibit 10
19	For each of the past 5 calendar or fiscal years, how much was spent on litigation (including legal fees, consultants, expert witnesses, etc.,)?	Exhibit 6
20	For each of the most recent 5 calendar or fiscal years, how much was spent on branding/rebranding for water and/or sewer service?	Exhibit 6
21	For each of the past 5 calendar or fiscal years, how much was spent on employee travel?	Exhibit 7
22	For each of the past 5 calendar or fiscal years, how much was spent on intergovernmental relations?	Exhibit 7
23	For each of the past 5 calendar or fiscal years, how much was spent on memberships to industry organizations such as NACWA?	Exhibit 7
24	Please list the titles of the 20 highest paid employees and their salary.	Exhibit 14
25	What is the total square footage of real estate devoted to headquarters and other administrative functions?	Exhibit 11
26	What percentage of your water/sewer operating revenue comes from volumetric fees as opposed vs other charges and fees for service?	Exhibit 11
27	What number and percent of customers are delinquent as of July 1, 2021?	Exhibit 9
28	What percentage of delinquent customers are enrolled in a payment plan as of July 1, 2021?	Exhibit 9
29	As of July 1, 2021, how many days of cash reserves do you have? What is your target?	Exhibit 12
30	Please describe your current sustainability initiatives that promote water and energy conservation.	Exhibit 13